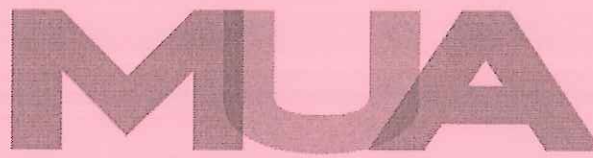


The
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CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
CERTIFICATE IN PROJECT MANAGEMENT

CIR 103 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT 1

DATE: 7TH AUGUST 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

GLOBALIZATION AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

The international HRM process involves understanding the strategic content of HRM within the firms overall strategy, recruiting and selecting appropriate managerial personnel, providing necessary training and development, assessing performance, providing compensation, and evaluating managerial retention and turnover.

As globalization is pushing organizations deeper and farther into new markets they must search for new raw and finished goods (Castilo 2006). Untouched markets are difficult to find and more valuable than ever before as firms search for new areas to exploit and utilize. As organizations expand into these new markets and environments they can be greeted by cultures, customs and rules very different from their home country. Learning and respecting local customs is an important factor to being accepted by the local market and prospering for years to come (Simonin & Ozsomer 2009). These differences, however simple and minor, can bring many new challenges and difficulties to the MNC. Simonin and Ozsomer (2009) also reiterate the need for organizations to capitalize on and maximize learning from new markets and incorporate that valuable knowledge into their global corporate strategy. It is not just knowledge transfer that is important, but also knowledge acquirement. The study of knowledge transfer has already been an integral part of international business research for many years (Cho & Johanson 2012). As business activities integrate globally, firms need to transfer knowledge, processes and methods to various subsidiaries. Heenan (1970) asserts that the ultimate survival of a MNC relies on the continuous and effective transfer of managerial expertise to foreign subsidiaries.

Required:

- a) Give five suggestions on how to overcome the challenges facing employees.

(10 marks)

b) Besides transfer of knowledge identify other five roles of foreign assignments.

(10 marks)

c) Explain the key features of globalization

(10 marks)

QUESTION TWO

Compare and contrast International Human Resource Management and Domestic Human Resource Management.

(10 marks)

QUESTION THREE

(a) Explain five causes of expatriate failure?

(5 marks)

(b) Discuss the importance of culture in International human resource management.

(5 marks)

QUESTION FOUR

(a) Differentiate the categories of staff in a global organization. (6 marks)

(b) Illustrate the elements of compensation in international human resource management.

(4 marks).

QUESTION FIVE

(a) Discuss the common labour relations approaches in international human resource management.

(6 marks)

(b) Identify the challenges that human resource managers face in an international company.

(4 marks)

QUESTION SIX

(i) Describe the main approaches for international compensation.

(5 marks)

(ii) Explain the evaluation goals for a global performance management system.

(5 marks)

